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ABSTRACT

In 1990-91, responding to the rapid growth and change of both community and college, New Mexico State University's (NMSU's) Dona Ana Branch Community College (DABCC) revised its 5-year plan which was adopted in 1989 to establish goals that would shape the actions, policies, and plans of the college. These goals included: (1) increase instructional excellence and student success; (2) increase access to the community college throughout the service area; (3) assume a partnership role with Dona Ana County in serving the community's educational and economic needs; (4) provide the staff and facilities needed to serve a rapidly increasing enrollment; (5) evolve into a comprehensive community college; (6) develop adequate funding resources for rapid expansion; and (7) maintain a close relationship with NMSU. Nineteen new programs are being considered for implementation over the next 5 years, including eight allied health occupations programs. Many of the programs respond to identified regional employment needs. This 5-year plan includes brief reports on the characteristics of DABCC's full-time faculty; six college programs that have been recognized for their excellence or distinct contributions; and existing academic programs and program review efforts. (JSP)

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DOÑA ANA BRANCH COMMUNITY COLLEGE

Five-Year Plan

Adopted 1989

Revised 1990 - 1991

August 1991

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Five Year Plan

I. Mission Statement

The essence of Doña Ana Branch Community College is people. Committed to providing quality educational opportunities, the community college offers a supportive atmosphere emphasizing student success and the need for continuing education. Every effort is made to remove geographic, economic and cultural barriers to higher education. Instruction is offered leading to occupational certificates and associate degrees, and preparation for further academic work.

Specifically, the mission of the community college is incorporated into the following six purposes:

To provide students with vocational/technical education opportunities leading to economic independence in the community. Training is offered for employment, retraining, and upgrading for occupational and career development.

To provide developmental studies to help students develop self-confidence and perform successfully in their chosen academic or occupational fields of study.

To provide occupational training for high school students under agreement with area independent school districts: Gadsden Independent Schools, Hatch Valley Municipal Schools, and Las Cruces Public Schools.

To provide educational services under contract with local business, industry, and government in support of economic development.

To provide access to adult basic education programs for those who have not completed high school or who wish to improve their personal skills. Instruction is provided for the high school equivalency diploma, English as a Second Language, functional literacy, and citizenship.

To provide community service and continuing education programs in response to the needs of the community. Short courses, workshops, and seminars of an enrichment or occupational nature are offered throughout the area.

The Doña Ana Branch Community College is accredited by the North Central Association of Colleges and Schools land by the New Mexico Department of Education. It is an institution providing equal access for all persons regardless of race, sex, age, religion, national origin, or handicap.

II. Statement on Strategic Planning Process

In January 1989 Provost Donaciano Gonzalez initiated a strategic planning process for Doña Ana Branch Community College in order to provide the College with a shared vision of those major actions to be taken to meet systematically the College's future challenges. A consultant was retained and a council of College faculty and staff members was formed. This group identified a planning format, established a work calendar, and scheduled reports to the College community during the winter and spring of 1989.

The end result of this process has been the identification of seven major goals considered to be of fundamental importance to the College over the next five years. Actions,

policies and plans of the College through 1994. Actions, policies and plans of the College should reflect these goals. The College should inform and educate its various publics as to the meaning, implications and importance to the community of the achievement of these goals.

The community and the College are growing and changing rapidly. This dynamic situation suggests that the strategic planning process remain in place so that the College can continue to respond positively to the community's educational needs as they are identified.

The planning process at DABCC is evlolving as an annual cyclical activity into which the components of reports, agency requirements, and internal procedures fall. The staff evaluation process includes development of individual professional goals. Each program and unit producess a two-year operational plan which is folded into the budget preparation process. The Commission on Higher Education annual requirement for an Institutional Plan allows for the compilation of information pertaining to program and enrollment projections as does the NMSU requirement for an Annual Report and Five-Year Plan of which this document is a part.

III. Goals and objectives for a five-year period

GOAL ONE: *Sustain an educational environment founded on instructional excellence and student success.*

- Establish a staff development program based upon faculty and staff input for instructional excellence and student success.
- Establish a task force to determine student outcomes assessments to help achieve instructional excellence and student success.

GOAL TWO: *Increase access to the community college for all the people throughout our service area.*

- Design and implement a community needs assessment study to help determine the needs of additional college services and programs.
- Expand high school students' educational opportunities by improving linkages through the AVS program and articulation agreements.
- Establish a plan in conjunction with NMSU to make financial aid services more accessible to DABCC students.
- Develop programs at off-campus sites to include credit offerings in general, adult basic, and continuing education.

GOAL THREE: *Intensify communications and assume a greater partnership role with the community in serving the educational and economic needs of Doña Ana County.*

- Assign individual to direct a well integrated office of public relations, advertising and a speakers' bureau.

- Ensure that the college has representation on community, civic, county, city, and educational boards.

GOAL FOUR: *Provide staff and facilities to serve a rapidly increasing enrollment.*

- Design a three-year staffing plan.
- Design a faculty and staff recruiting model that recognizes the need for lead time hiring.
- Design on-campus and off-campus facilities plan to meet existing and projected student and staff needs over the next five-year period.

GOAL FIVE: *Evolve into a comprehensive community college.*

- Design for a phased-in comprehensive mission to include general education community service programs.
- Ensure that facilities and staffing plan reflect the comprehensive mission.

GOAL SIX: *Develop funding resources to meet the educational needs of a rapidly expanding comprehensive community college.*

- Develop and submit new program proposals for a minimum of four grants annually.
- Develop support at the state level for increased funding to meet the needs of a rapidly changing institution.
- Establish private sponsors for special events and publications.
- Establish locally supported scholarships.

GOAL SEVEN: *Maintain a close relationship with New Mexico State University to serve our students and fulfill our community college mission.*

- Establish an articulated bachelors degree to ensure no loss of credits upon student transfer to NMSU.
- Work with the main campus computer center and institutional research office to increase access with SOLAR, PESOS and financial aid system.

IV. Affirmative Action Efforts

Among the 52 full-time faculty at DABCC, 57 percent are female, 27 percent are Hispanic, 2 percent are American Indian, 2 percent are Black, and 2 percent are Asian. [See Table 1 presenting the characteristics of DABCC full-time faculty.] Of the 19 faculty and professional staff hired in 1990-1991 (including new positions and replacements), 14 were female, 4 were Hispanic, and 1 was Asian American.

Table 1 **Characteristics of DABCC Full-Time Faculty**

CHARACTERISTICS OF DABCC FULL-TIME FACULTY (1990-1991)

	Male	Female	Total	Hispanic	American Indian	Black	Anglo	Asian
Mean Age	42.9	40.7	41.2					
	# %	# %	# %	# %	# %	# %	# %	# %
Academic Preparation								
Less than Bachelor's			1 2%					
Bachelor's			14 26%					
Master's			36 67%					
Doctorate			2 5%					
Faculty Rank								
Instructor	13 24%	17 33%	30 58%	8 15%		1 2%	20 39%	1 2%
Asst. Prof.	5 1%	8 15%	13 25%	5 10%	1 2%		9 17%	
Assoc Prof.	4 1%	5 1%	9 17%	1 2%			6 11%	
Professor								
Total	22 43%	30 57%	52	14 27%	1 2%	1 2%	35 67%	1 2%
TENURE	6 12%	9 17%	15 29%	3 22%			12 34%	
NON-TENURE	16 31%	21 40%	37 71%	11 78%	1 100%	1 100%	23 66%	1 100%
MEAN TENURE TIME-IN-SERVICE	12.2years	9.5years		10.0years			10.5years	

note - #=number, %=percent.

V. Distinct National and Regional Programs and Internal Centers of Excellence

DABCC recognizes the national and regional service obligations and excellence of several of its instructional programs. Criteria for such distinction include, but are not limited to serving a multi-state or multi-county labor market; programs not readily available to other community colleges in the state or region; programs having unique laboratory or other instructional resources; and programs receiving special recognition for quality, innovation, and service.

The following programs are recognized as distinct and/or excellent according to the above criteria:

Recognized Programs	Reasons for Distinction
Water Technology	National recognition; unique in several-state area; Technical Excellence recognition by CHE
Radiologic Technology	JRC accredited; serves multi-county labor market
Paramedic	First of only two decentralized programs in New Mexico
In-Home Child Care (Nanny)	One of only two in New Mexico
Computer Aided Drafting	Designated as authorized industry training center by AutoDesk
Adult Basic Education	Designated as one of best in nation by U.S. Secretary of Education

VI. Review of Existing Academic Programs

In 1990-1991 the following programs were available at DABCC:

Architectural Technology
Automotive Technology
Aviation Technology
Building Technology
Computer Technology
Computer-Aided Drafting
Developmental Studies
Electronic Service
Emergency Medical Services
Fashion Merchandising
Fire Science Technology
Heating, Air Conditioning and Refrigeration
Hospitality Services
In-Home Child Care (Nanny)
Legal Assistant
Occupational Business
Radiologic Technology
Retail Marketing and Distribution
Secretarial Administration
Water Technology
Welding Technology

DABCC periodically conducts county-wide needs assessments, surveys, and marketing studies. Each vocational program also periodically conducts needs assessments of potential employers of its graduates. This information may be used to initiate new programs or program emphases or to strengthen existing ones; it may be used to restructure or eliminate a program.

In Fall 1986 each program submitted to the Associate Provost a comprehensive program review including input from the Program Advisory Committee. In Spring 1988 a two-year operational plan cycle was initiated through which each Program Coordinator submits to the Associate Provost each year a two-year operational plan for review. Program review data are compiled annually. As part of the performance evaluation process at DABCC, each administrator, faculty and professional staff member develops goals and objectives including goals and objectives for the program or area of her or his responsibility.

In addition to this established, ongoing process of assessment, development, review and evaluation for each program, the Community College has had several opportunities in the past few years to review college-wide its program offerings within the scope and role of the institution. In Spring 1987, in association with the North Central Association accreditation process, DABCC conducted a self-study. In Spring 1988, the New Mexico Department of Vocational Education conducted an evaluation of the institution. In Spring 1989, the strategic planning process for the Community College involved an extensive environmental scan and in-depth consideration of the institution's offerings. The Radiologic Technology Program has been externally reviewed and certified for three years by the Joint Review Committee on Education in Radiologic Technology. The Paramedic Program has submitted its application for accreditation to the Joint Review Committee on Education for the EMT-Paramedic.

VII. New Academic Programs

The following programs are being considered for implementation within the next five years:

New Program	Type of Program	Estimated Time Line
Legal Assistant	AAS	1991
Legal Secretarial Studies	Associate Degree Option	1991
Medical Secretarial Studies	Associate Degree Option	1991
Physical Therapist Assistant	AAS	1992
Maintenance Technology	Certificate, AAS	1992
Manufacturing Technology	AAS	1992
Machinist Apprenticeship	Certificate	1992
Educational Assistant	AAS	1992
Respiratory Care	Certificate, AAS	1992
Medical Assistant	AAS	1992
Electrical, Construction	Certificate	1992
Plumbing	Certificate	1992
Home Health Aide	Certificate	1993
Small Business Management	Certificate	1993
Agricultural Mechanics	Certificate	1993
Aviation Maintenance	Certificate, AAS	1994
Dental Assistant	AAS	1994
Dental Hygiene	AAS	1994
Medical Laboratory Technician	AAS	1994

VIII. Research Programs

This section is not directly applicable to a community college, although DABCC may become increasingly involved in technology transfer, especially through the Small Business Development Center.

IX. Service Area Needs

Program	Focus	Projected Funding Source
Respiratory Care	Regional	Carl Perkins, CHE, Memorial Medical Center
Physical Therapist Assistant	Regional	Carl Perkins, CHE
Medical Laboratory Technologist	Regional	Carl Perkins, CHE
Phlebotomist	Regional	Carl Perkins, CHE, Memorial Medical Center
Home Health Aide	Regional	Carl Perkins, CHE
Maintenance Technology	Regional	Carl Perkins, CHE
Manufacturing Technology	Regional	Carl Perkins, CHE
Machinist Apprenticeship	Regional	Carl Perkins, CHE
Agriculture Mechanics	Regional	Carl Perkins, CHE, NMSU

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